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ABSTRACT

This summary of recruiting trends survey reviews the expectations of employers hiring new college graduates for the 1990-91 college labor market and is based on a national survey of 549 businesses, industries, service sector employers, government agencies, military services, and school districts. Survey questions focused on anticipated changes in hiring trends for new college graduates. Results are summarized under the following headings: job opportunities for the class of 1990-91, hiring quotas for 1990-91, starting salary averages and anticipated increases, starting salary averages by employer group, factors influencing the 1990-91 job market, job categories experiencing most growth, influences of Iraqi invasion of Kuwait on job market, qualities desired in new college hires, job opportunities by geographical region, overseas/international job opportunities, percentage of minorities hired, percentage of women hired, percentage of handicapped persons hired, campus recruitment activities, salaried employees laid off by employers, sources of new college graduates hired, career objectives on resumes, grade point averages and other indicators of future job performance, changing attitudes and interests among college students, positions available to liberal arts majors, turnover among new technical and non-technical college hires, techniques used for the reduction of turnover, and job opportunities for career changers. (DB)

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20th Anniversary Edition

RECRUITING TRENDS 1990-91

ABRIDGED EDITION

A Study of Businesses, Industries, Governmental Agencies, and Educational Institutions Employing New College Graduates

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by

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20th Anniversary Abridged Edition

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Introduction for Recruiting Trends

Since its inception the Recruiting Trends survey has been an invaluable tool to business, government agencies and educational institutions throughout the United States. It has received the recognition and sponsorship of the College Placement Council as one of the most reliable tools for assisting professionals in preparing college placement and recruiting strategies. Educators also have welcomed its information to understand the nuances of the job market for the coming year.

It is important, therefore, that we recognize the services and insights of the primary creator and supporters of this document: Mr. Jack Shingleton, former Director of Placement at Michigan State University, Dr. William Sederburg, State Senator in Michigan and Dr. Patrick Scheetz, Assistant Director of Career Development and Placement Services and Director of the Collegiate Employment Research Institute. It is because of their insights that Michigan State University remains at the cutting edge of developing research on the placement and employment of college graduates. Michigan State University is also indebted to the numerous staff members of Career Development and Placement Services, as well as placement and recruitment professionals nationally, who have provided many hours of their time in helping us prepare this document.

We certainly expect our 20th Anniversary Edition of Recruiting Trends to yield even more information, especially for the college graduates of 1991 who face a challenging job market, and hope it will assist them in making very careful and sound career decisions. I am pleased that Career Development and Placement Services is able to provide Recruiting Trends to the professional and academic community and expect it will continue to evolve into one of the most valuable products in the forecasting of job market trends in the United States. I am also delighted that we are able to provide this information for you and the people you serve.

Sincerely,

Thomas D. Luten
Director, Career Development
and Placement Services

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Summary of

RECRUITING TRENDS 1990-91

A Study of 549 Businesses, Industries, Governmental Agencies, and Educational Institutions Employing New College Graduates

This summary of the 20th annual edition of the Recruiting Trends survey reviews the expectations of employers hiring new college graduates for the 1990-91 college labor market. A total of 5,556 employers were invited to participate and represented (1) members of the College Placement Council or a regional placement association, (2) employers registered with Career Development and Placement Services at Michigan State University, (3) employers randomly selected from a list of small businesses in the Standard and Poor's Register, and (4) elementary and secondary school districts listed in the national CIC School Address Directories. Surveys were initially mailed first-class to employers on August 27, 1990, with follow-up reminder notices mailed first-class on October 1, 1990.

Responses were received from 572 organizations (10.3%), and 549 of these were complete enough for statistical analysis purposes. This sample adequately reflects the expectations of organizations recruiting on college and university campuses in 1990-91.

Of this year's respondents, 70.1% were businesses, industries, manufacturing organizations, and service sector employers; 9.5% were local, state, and federal government agencies and the military services; and 20.4% were elementary and secondary schopl districts.

Special questionnaires were designed for (1) businesses and industries; (2) federal, state, and local government agencies; and (3) elementary and secondary school systems. Each survey was administered separately. Business, industry, and government responses have been combined in this report, while responses from educational institutions have been reported separately.

Questions focused on anticipated changes in hiring trends for new college graduates, expected starting salaries, campus recruiting activities, and other topics of interest to personnel administrators, placement officers, career counselors, faculty, and students. Open-ended questions were included, so surveyed employers could provide comments on topics such as: grade point averages as indicators of future job performance, the attitudes of new college graduates toward work, job titles of positions available to liberal arts graduates, job categories experiencing the most growth in employment, and factors influencing the general job market for new college graduates this year.

Job Opportunities for the Class of 1990-91

Business and industry hiring is expected to be somewhat lower than a year ago, approximately 5.1% less; government employment opportunities are expected to decrease 28.7%; and elementary and secondary school systems are expecting to hire 9.2% fewer new college graduates. The combined decrease in hiring for business, industry, government, and education is expected to be approximately 9.8% this year.

Current economic conditions and Middle East tensions are influencing the decisions of employers who hire new college graduates. The Iraqi invasion of Kuwait and other world political events have many companies wondering about the future. The combination of all these factors is causing many employers to expect a general downturn in the economy. At the state, national, and international levels, employers are generally worried about their organizations.

This uncertainty and negative attitudes about a worsening U.S. economy, a possible recession, and potential armed conflict have caused numerous employers to be conservative in their hiring quotas.

Hiring Quotas for This Year (1990-91)

Although an overall decrease in hiring is expected this year, the job market will vary considerably for different employer categories. Employers expecting to increase the hiring of new college graduates this year include: glass, packaging, and allied products (44.4%); hospitals and health care services (30.3%); automotive and mechanical equipment (17.6%); merchandising and retailing (10.0%); hotels, motels, restaurants, and recreational facilities (5.9%); and banking, finance, and insurance (5.1%).

Expected to remain near last year's levels of hiring are textiles, home furnishings, and apparel manufacturers (4.4%); metals and metal products (2.0%); accounting firms (1.4%); social service, religious, and volunteer organizations (-0.2%); diversified conglomerates (-0.6%); and research and consulting services (-1.1%).

Decreases in hiring quotas for this year are anticipated by agribusiness (-3.8%); construction and building contractors (-5.0%); chemicals, drugs, and allied products (-6.0%); electronics and electrical equipment manufacturers (-7.1%); the military (-7.1%); food and beverage processing (-7.4%); elementary and secondary school systems (-8.6%); tire, rubber, and allied products (-14.4%); aerospace and components (-17.0%); public utilities including transportation (-17.7%); petroleum and allied products (-18.2%); lumber, wood products, and furniture manufacturers (-24.1%); communications and telecommunications (-27.8%); and governmental administration (-28.7%).

Starting Salary Averages and Anticipated Increases

Among surveyed employers, the average annual starting salary expected for bachelor's degree graduates in 1990-91 is $26,458, an increase of $717 (2.8%) over last year's starting salary of $25,741. Expected starting salary offers for advanced degrees include: $38,563 for MBA graduates, a 6.6% increase; $35,634 for master's degree graduates, a 6.5% increase; and $39,591 for doctoral degree graduates, a 4.0% increase. A salary chart is provided at the end of this summary.

Engineering starting salary increases are expected to range from 7 to 8.5% above last year's salaries. Starting salaries anticipated for selected engineering majors are: chemical engineering ($38,114), mechanical engineering ($34,715), electrical engineering ($34,658), computer science ($33,238), and industrial engineering ($32,784).

Expected starting salary offers for other academic majors at the bachelor's degree level are: physics ($30,504); civil engineering ($29,508); nursing ($29,449); chemistry ($29,364); accounting ($27,866); financial administration ($25,869); general business administration ($24,992); geology ($24,636); marketing/sales ($24,273); mathematics ($24,168); personnel administration ($23,863); agriculture ($23,486); communications ($22,882); social science ($22,610); education ($21,662); liberal arts/arts and letters ($21,655); hotel, restaurant, and institutional management ($21,555); advertising ($21,483); telecommunications ($20,499); retailing ($20,360); human ecology/home economics ($20,202); journalism ($19,516); and natural resources ($19,496).

Starting Salary Averages By Employer Group

Starting salary differences were reported by various employer groups. The highest average starting salaries were reported by: diversified conglomerates ($32,833); petroleum and allied products ($32,800); chemicals, drugs, and allied products ($30,641); research and consulting services ($30,533); aerospace and components ($30,345); and public utilities including transportation ($30,322).

Starting salary averages for other employer categories included: tire, rubber, and allied products ($29,900); lumber, wood products, and furniture manufacturers ($29,750); electronics and electrical equipment manufacturers ($29,562); engineering, computer, and professional services ($29,306); metals and metal products ($29,181); food and beverage processing ($28,815); automotive and mechanical equipment ($28,507); glass, packaging, and allied products ($27,417); the military ($27,144); construction and building contractors ($26,750); and accounting firms ($26,100).

Factors Influencing This Year's Job Market

Beside the economy and the Middle East crisis, the growing prospects of a recession (17)* and reduction of the federal budget deficit (20) are drawing employer attention.

The ultimate depth of a recession (17) is predicted as a major factor bearing on new hires, according to surveyed employers. Even the potential of a recession causes reduced hiring goals. A recession would seriously hamper hiring.

Federal budget reduction efforts (20), balance of payments in the world market, national debt, military expenditures, and overall government spending will play a role in the hiring of new graduates by employers. Reduced federal spending translates into few jobs for new graduates; increased budgets yield more jobs.

The general business climate and consumer confidence are not bright at this time. Higher oil prices (7), slower new car sales and home purchases (2), reduced military contracts (2), the savings and loan crisis (1), and fluctuating Wall Street activity (2) are results of the current situation. These are complicated by current interest rates (9) and inflation (7), according to surveyed employers.

Job Categories Experiencing Most Growth

When reporting job categories experiencing the most growth in employment among their organizations, surveyed employers frequently included engineers, computer personnel, and customer services representatives. Other categories included accountants/auditors/tax analysts, computer programmers, data processing technician/ operators, hotel managers/ trainees, human resources managers, management trainees, marketing/ sales representatives, medical technologists, nurses, pharmacists, project managers/superintendents, restaurant managers/ trainees, retail store managers/ trainees, and store operations managers/ trainees.

Influences of Iraqi Invasion of Kuwait On Job Market for New College Graduates

Will the Iraqi invasion of Kuwait, Middle East tensions, and the threat of war have an influence on available job opportunities for new college graduates in 1990-91?

Of 291 surveyed employers responding to this question, 31 organizations (10.6%) anticipated positive influences on job opportunities available for this year (1990-91), 42 employers (14.3%) expected negative outcomes, and 218 employers (74.9%) judged the threat of war to have neither positive nor negative influences on the job market for new college graduates.

*Parenthesis indicate number of responses.

When commenting on influences of this situation, surveyed employers reported that even the threat of war has caused hiring to be very conservative. If matters in the Persian Gulf become more serious, the U.S. economy could stagnate. At the present time, higher gasoline prices, slower new car sales, higher steel prices, and increased defense contracts have resulted.

Qualities Desired in New College Hires

Employers were invited to rate qualities desired in new college graduates who are expected to contribute to their organizations almost immediately. Most important to the the surveyed employers were: dependability, honesty and integrity, the ability to get things done, the desire to accept responsibility, and intelligence.

Next in importance were: common sense, problem-solving skills, interpersonal skills, mental stability, maturity, self-confidence/ poise, decision-making abilities, ambition, flexibility/ adaptability to change, creative thinking skills, motivational abilities, leadership skills, neatness of appearance, diplomacy/tactfulness, speaking abilities, perseverance, staying power and stability with an organization, possession of self-pride, an excellent example for others, writing skills, innovative ideas, time management skills, competitive abilities, mathematical skills, health, team management skills, ability to "go along" with an organization's way of doing things, and computer literacy.

Job Opportunities by Geographical Region

As reported from the experiences and judgment of surveyed employers, only "medium availability" of employment opportunities for new college graduates will exist in any geographical region of the country this year. Those regions receiving a "medium" rating were the northcentral (38.1%), southcentral (29.7%), northwestern (23.1%), southeastern (22.3%), and southwestern (21.2%) regions of the United States. Low availability of jobs for new college graduates is expected in the northeastern (7.8%) region of the United States.

When reporting anticipated changes in hiring, based on mailing addresses of employers and not necessarily when reporting local conditions, surveyed employers in the southcentral region (5.9%) were the only ones expecting an increase. Employers in all other geographical regions of the country were anticipating decreases in hiring quotas this year, when compared to last year's actual hires. Expected changes this year included: the southeastern region (-0.3%); the northwestern region (-2.1%); the northeastern region (-3.6%); the northcentral region (-14.5%); and the southwestern region (-23.8%).

Overseas/International Job Opportunities

Only 26 organizations (8.2%) reported hiring U.S. citizens for positions in overseas locations. Not many (20) will hire new college graduates who are U.S. citizens for overseas assignments. Academic majors sought by these employers are: business, engineering, nursing, computer science, and MBAs.

Hiring U.S. citizens for overseas positions were the military (66.6%); textiles, home furnishings, and apparel manufacturers (25.0%); research and consulting services (25.0%); aerospace and components (18.1%); construction and building contractors (18.1%); communications and telecommunications (18.1%); petroleum and allied products (12.5%); electronics and electrical equipment manufacturers (12.5%); engineering, computer, and professional services (11.7%); metals and metal products (11.1%); and merchandising and retailing (10.5%).

More employers were interested in hiring international/foreign students graduating from U.S. colleges and universities for positions in the United States. A total of 75 employers (22.1%) reported they would be hiring foreign nationals.

Positions available to foreign nationals were in hospitals and health care services (66.6%); research and consulting services (42.8%); automotive and mechanical equipment (36.8%); metals and metal products (36.3%); tire, rubber, and allied products (33.3%); engineering, computer, and professional services (31.5%); hotels, motels, restaurants, and recreational facilities (30.4%); construction and building contractors (30.0%); electronics and electrical equipment manufacturers (29.4%); banking, finance, and insurance (25.9%); petroleum and allied products (25.0%); merchandising and retailing (25.0%); communications and telecommunications (23.0%); and textiles, home furnishings, and apparel manufacturers (20.0%).

Twenty-five organizations (7.9%) expect to hire international/foreign students for overseas job opportunities. According to surveyed employers, overseas job opportunities most often occur in England (United Kingdom), Germany, Italy, other European countries, Japan, Korea, and Latin America.

Percentage of Minorities Hired by Employers

Of 37,933 new college graduates hired by surveyed employers, a total of 4,035 minorities (14.9%) were hired during 1989-90. These minorities included Black/African-Americans, Spanish-Americans, Asian/ Pacific Islanders, and Native Americans. Employer categories hiring the highest percentage of minorities were hospitals and health care services (29.7%); food and beverage processing (23.8%); merchandising and retailing (21.9%); public utilities including transportation (21.9%); the military (21.3%); electronics and electrical equipment manufacturers (18.9%); aerospace and components (17.8%); tire, rubber, and allied products (16.8%); engineering, computer, and professional services (16.8%); textiles, home furnishings, and apparel manufacturers (16.8%); and diversified conglomerates (16.1%).

Percentage of Women Hired by Employers

Among 37,933 new college graduates hired by surveyed employers in 1989-90 were 11,334 women graduates (29.8%). Employer categories hiring the highest percentages of women graduates were hospitals and health care services (72.6%); merchandising and retailing (59.2%); military (48.8%); accounting firms (45.0%); banking, finance, and insurance (44.7%); hotels, motels, restaurants, and recreational facilities (42.6%); food and beverage processing (41.0%); and communications and telecommunications (40.9%).

Percentage of Handicappers Hired by Employers

On the payrolls of 422 organizations reporting salaried personnel data (excluding clerical staff) were 12,219 handicappers (3.2%). The largest numbers of handicappers were employed by government agencies (8,630); metals and metal products firms (869); communications and telecommunications organizations (597); banking, finance, and insurance institutions (412); and diversified conglomerates (300). The military reported 337 handicappers in civilian positions.

Campus Recruitment Activities
Campus Visits, Interviewing Schedules, and Closed Schedules

Employers responding to this year's survey expected a moderate decrease in number of campuses visited for recruiting by their organizations (-4.9%) during 1990-91. Last year, employers had expected a very slight increase in their on-campus visits (0.7%).

However, employers will be arranging 1.8% more interviewing schedules on college campuses they visit. Employers may be concentrating more of their recruitment energies on selected groups of institutions and dropping their presence on other campuses.

Closed interviewing schedules are being used more frequency, according to employers responding to this survey. This year, an increase of 5.9% is expected when surveyed organizations visit campuses for interviewing new college graduates.

Salaried Employees Laid Off
By Employers

Of 412 employers reporting salaried employee data, 106 organizations (25.7%) laid off salaried employees during the last year (1989-90).

The greatest number of laid off salaried employees were reported by aerospace and components (7,765); electronics and electrical equipment manufacturers (2,898); and automotive and mechanical equipment (1,328).

Indicating smaller numbers of laid off salaried employees were banking, finance, and insurance (316); petroleum and allied products (275); construction and building contractors (211); communications and telecommunications (154); engineering, computer, and professional services (145); governmental administration (130); merchandising and retailing (61); agribusiness (58); glass, packaging, and allied products (55); lumber, wood products, and furniture manufacturers (51); and textiles, home furnishings, and apparel manufacturers (45).

Sources of New College Graduates Hired

When identifying sources of last year's new college hires, surveyed employers replied that on-campus interviewing was still their best recruitment activity. Approximately 58% of their new hires came from campus interviewing trips. Next in importance were newspaper and journal advertisements. According to surveyed employers, 28% of their new hires came from this source.

Unsolicited requests from prospective employees provided 23% of surveyed employers' new hires in 1989-90. Candidate activity in this category included sending letters and resumes directly to personnel offices, personally visiting personnel offices, writing to department heads in areas of interest within an organization, and telephoning personnel departments and requesting personal interviews.

Cooperative education, internship, and summer employment programs also provided 23% of the surveyed employers' new recruits, and job listings posted with college placement offices and candidate referrals from this source provided 19% of their new hires.

Career Objectives On Resumes

When including career objectives on resumes, employers suggested wording that will signal a top notch candidate. Employers look for specific career objectives, those stating a definite interest in their field of specialty.

Employers also sought candidates with the willingness to excel and a desire for advancement within an organization (22). Students need to express the desire and motivation to succeed and their ability to participate in a competitive environment.

Grade Point Averages And Other Indicators of Future Job Performance

An inquiry was made of employers regarding their perspective on a new college graduate's undergraduate grade point average as an indicator of future job performance. Of 383 employers responding to this question, 58.4% indicated that a new college graduate's undergraduate grade point average was a good indicator of future job performance in an organization. However, 37.0% disagreed, and 4.4% indicated that it depended upon the position accepted by the new graduate.

According to several employers, grade point averages are merely one of many indicators (30). Others factors include prior work experiences, a desire to excel, motivation to achieve, team player skills, willingness to work, course difficulty, academic credits carried per term, and good study habits.

Well-balanced individuals were preferred by some employers (17). These organizations looked at the new graduate's whole college experience: extra-curricular activities, family responsibilities, sports participation, clubs, leadership positions in campus organizations, and job experiences.

Higher grade point averages may not be predictors of successful employees in some organizations (16). As examples, employers cited sales representative and personnel manager positions. For these assignments, according to surveyed employers, grade point averages have not in the past been indicators of success.

Grades are generally not good indicators of potential success in positions with hospitals, agribusiness firms, retail businesses, and hotel management and restaurant businesses where more people-oriented skills are required.

Common sense, initiative, drive, ambition, strong communication skills, and excellent interpersonal skills do not correlate well to high grade point averages, according to surveyed employers (34). Neither are integrity, cooperation, thinking for themselves, adjusting to the work place, and problem-solving abilities equated to high grade point averages, employers report.

Changing Attitudes and Interests Among College Students

When reporting on changes noted in interests and attitudes among college students, employers mentioned too much concern for money and lack of a strong work ethic. According to employers, money seems to be a larger factor for more new graduates (25). Too few college students have realistic expectations. According to employers, new college graduates who are seeking employment with an organization must prove their worth by being ready and willing to learn and grow. Most want immediate gratification rather than working hard for their rewards.

Recent college graduates have failed to develop a very strong work ethic (16), according to surveyed employers. To quote one employers, new college graduates are "unwilling to do the 'grunt work' to learn the job. They expect to start at the top without 'paying their dues.'" These graduates have a short-term focus and are less willing to make the sacrifices for long-term rewards. They want to perform high level work immediately.

College students may also be overly confident about their unproven skills (6). Another concern of employers was the general lack of career focus among graduates.

Positions Available to Liberal Arts Majors And Other New College Graduates

For new college graduates with liberal arts degrees, employers are likely to assign them to these types of positions: administrative assistant/ trainee/ specialist/ coordinator, computer specialist/ analyst trainee/ programmer, contract associate/ specialist, credit representative/ analyst, customer services/ relations representative, field representative, financial planner/ consultant, human resources officer/ representative, legal para-professional, management trainee/ associate, marketing representative/ associate/ assistant, personnel trainee/ representative/ management trainee/ assistant, planning/ scheduling coordinator, program supervisor, purchasing/ procurement assistant, restaurant assistant manager, retail assistant manager/ manager trainee, or sales representative/ assistant.

Accepting Position of Overqualification To Gain Entrance into an Organizations

According to 64% of the employers, new college graduates should accept an entry level position for which they may be overqualified in order to gain entrance into an organization. From some employers, this may be the only way into their organizations, since most promotions are given to employees within the company.

When commenting on this practice, employers suggested that new graduates can prove they are excellent prospects and worthy of promotions, once they are in an organization. Another employer expressed the idea this way: "The game is on the field; not in the stands." If the new graduate is employed, they have a chance to control their own destiny, but unemployed new graduates have little opportunity to influence anything.

Surveyed employers reported that high performers will be recognized in the short term (26). They can demonstrate their abilities and willingness to work, and they will move up quickly.

Advice for College Freshmen and Sophomores

When advising college freshmen and sophomores on preparation needed for initial work experiences, especially the initial five years on the job, surveyed employers encouraged strong academic preparation and skill building in verbal communications and writing. Their advice also included development of a sound work ethic. Gaining related, practical work experiences was prominent among employer recommendations (103). Internships, summer work assignments, cooperative education positions, and volunteer work experiences were encouraged.

Students should attain the best academic preparation possible, learn as much as they can, and read books other than their text books. Take tougher courses in their field of study to better prepare themselves for the tough job requirements. On the job, they are usually given responsibilities beyond their abilities. They either sink or swim. With extra preparation, they are more apt to be prepared for this challenge.

Learn to write (22), gain interpersonal skills, and verbal communication abilities (48) which are crucial in most jobs. Learn to listen (6).

Leadership experiences and team-building skills were advised (21). Obtain some people skills. Get involved in various extra-curricular activities and campus organizations. Assume positions of greater responsibility and leadership roles wherever possible. Seek projects that will require work in groups or supervision of other people. Improve "meet and deal" skills. Become adept at working with others. Make the most of opportunities available.

New hires should learn their new organization's culture (22). Be aware of dress codes and dress accordingly for the position. Be aware of employer expectations. Establish excellent attendance and performance records, regardless of the assignment. Maintain a positive attitude (14). Be prepared to adapt to change. Do whatever it takes to make positive things happen in the new organization. Develop pride in work products (14).

Turnover Among New Technical and Non-Technical College Hires

According to surveyed employers, turnover for technical and non-technical new college graduates hired by their organizations averaged 5.1% and 9.6%, respectively, during the first year of employment. For new college graduates with technical degrees, turnover in the second and third years of employment averaged 6.4% and 9.2%. For non-technical graduates, turnover in the second and third years of employment averaged 8.8% and 9.0%. For the initial three years of employment, turnover averaged 20.7% for technical graduates and 27.4% for non-technical graduates.

Techniques Used for Reduction of Turnover

A challenge facing many employers of new college graduates is minimizing turnover, so surveyed employers were questioned on their techniques for reduction of turnover. Their suggestions varied from more selective interviews to salary increases and improved benefits. Above all else, employers recommended challenging work for new hires.

One college relations program described their program this way: "We offer different training programs, leisure activities, plant tours, and tuition reimbursement for new hires. Also the personnel office staff are available to new graduates when they need to talk about their jobs, expectations, problems, or other matters of concern. We try to offer challenging work, encourage communication with supervisors, and give timely performance appraisals. All positions are first posted in-house to give our 'new graduates' and other staff the opportunity to progress in their careers."

Assignment of mentors and closer supervision with feedback were other techniques used by participating employers (16). Also advised were better training sessions for managers to listen to new college graduates (5), and resensitizing supervisors to the difficulties of transition from a college campus to the work environment. Recognizing that better communication might help, other employers (3) were encouraging newsletters, communications training sessions for supervisors, and morale building seminars. Follow-up interviews after 90 days of employment were attempted, and active collection of feedback was encouraged.

Job enrichment, greater responsibilities, challenging projects, and more opportunities for growth were also offered by employers (9). Quickly giving responsibility and expanding job tasks were advised. Immediate hands-on experiences were provided, and project responsibilities were assigned almost immediately.

Extensive orientation and training (27) was presented as an option by numerous employers. This was the most popular option of all those listed. A thorough, intensive orientation to community and surrounding organizations was advised. Also recommended was careful selection of site locations for training and especially the permanent location for employment.

Socialization of the new graduate into the work location was identified as crucial. More company social events were recommended. A pleasant office atmosphere was advocated.

Job Opportunities for Career Changers

Will surveyed employers hire individuals who are changing careers after 8-10 years in another profession? Of 333 surveyed employers responding, 222 organizations (66.6%) were willing to hire these individuals.

Most receptive to hiring career changers were tire, rubber, and allied products (100.0%); hospitals and health care services (85.7%); hotels, motels, restaurants, and recreational facilities (84.6%); social service, religious, and volunteer organizations (83.3%); banking, finance, and insurance (81.4%); merchandising and retailing (81.2%); chemicals, drugs, and allied products (77.7%); communications and telecommunications (75.0%); food and beverage processing (75.0%); governmental administration (74.4%); engineering, computer, and professional services (73.6%); research and consulting services (73.3%); the military (66.6%); lumber, wood products, and furniture manufacturers (66.6%); glass, packaging, and allied products (66.6%); public utilities including transportation (64.2%); diversified conglomerates (60.0%); aerospace and components (57.1%); and automotive and mechanical equipment (52.3%).

Positions available to them included accountants/ associates/ controllers/ auditors/ tax, computer programmers, customer services representatives, engineers, hotel operations managers/ management trainees, management trainees/ assistants, nurses, personnel/ human resources/ representative, production/ manufacturing/ production control supervisors, purchasing agents, restaurant managers/ management trainees, sales/ marketing representatives, and store managers/ branch managers/ regional managers.

Drug and AIDS Testing

According to employers responding to this survey, required drug testing of new college graduates exceeded 50%, reaching 59.3% this year. Percentages of employers requiring drug testing in previous years of this study included 47% in 1989-90, 32% in 1988-89, 27% in 1987-88, and 20% in 1986-87.

AIDS testing of new college graduates was required by only 5.4% of the employers responding to this survey. Testing for AIDS in previous years included 4% in 1989-90, 3% in 1988-89 and 2% in 1987-88.

ESTIMATED STARTING SALARIES FOR NEW COLLEGE GRADUATES of 1990-91

Bachelor's Degree Graduates

Academic Majors	Estimated %Change	Estimated Starting Salary for 1990-91*
Chemical Engineering	8.1%	$38,114
Mechanical Engineering	7.9%	$34,715
Electrical Engineering	7.5%	$34,658
Computer Science	8.3%	$33,238
Industrial Engineering	7.4%	$32,784
Physics	6.0%	$30,504
Civil Engineering	7.9%	$29,508
Nursing	8.3%	$29,449
Chemistry	6.8%	$29,364
Accounting	2.8%	$27,866
Financial Administration	2.2%	$25,869
General Business Administration	2.8%	$24,992
Geology	5.0%	$24,636
Marketing/Sales	3.1%	$24,273
Mathematics	6.5%	$24,168
Personnel Administration	3.3%	$23,863
Agriculture	3.0%	$23,486
Communications	4.7%	$22,882
Social Science	6.1%	$22,610
Education	4.9%	$21,662
Liberal Arts/Arts & Letters	5.8%	$21,655
Hotel, Rest. Inst. Mgt.	3.9%	$21,555
Advertising	2.3%	$21,483
Telecommunications	3.0%	$20,499
Retailing	5.0%	$20,360
Human Ecology/Home Economics	2.5%	$20,202
Journalism	2.1%	$19,516
Natural Resources	2.3%	$19,496
Averages for Graduate Degree Levels:		
MBA	6.6%	$38,563
Masters	6.5%	$35,634
Ph.D.	4.0%	$39,591

Source: Scheetz, L. Patrick. 1990. Recruiting Trends 1990-91. East Lansing, MI.: Collegiate Employment Research Institute, Michigan State University. $25.